

9 November 1954

MEMO FOR THE RECORD OF THE CLARK COMMITTEE

\*OGC Has Reviewed\*

The keynote of Colonel Miller's approach to OO was sounded by his opening statement: "Just consider that the Hoover Committee assumes CIA is a useless appendage and then go ahead and show me why it isn't".

In his preliminary meeting with the Office of the AD/O and [REDACTED], Colonel Miller's primary interests became immediately obvious:

- a. Expenditures and budgetary distribution.
- b. Possibility of duplication of effort between CIA and other Federal organizations.

Colonel Miller's questions concerned breakdown of monies expended in pursuit of OO's obligations, personnel distribution (i.e., how many required to do the job, and was that number in excess) and are the results worth the expenditures.

Colonel Miller seemed interested in whether or not CIA (and OO especially) was putting to its best use the services of allied federal agencies, especially in matters of research, analysis and channeling of requirements. As an example, he wondered if CIA might allocate a certain sum to purchase a Soviet tank without checking to see if Army hadn't already obtained such a tank.

Colonel Miller's interests did not seem to center so much on how things were done, but rather on how much it cost and could somebody else have done it just as well. His knowledge of domestic intelligence activities appear to be limited, and naive.

Colonel Miller's interest in OO/C began with a discussion of alien resettlement. Again he was principally concerned in cost of resettlement and physical installations. He was especially interested in when the individuals became self-sufficient and off the federal payroll. He asked consistently for actual cash outlay figures, both in [REDACTED] and OO/C.

From a domestic field collection point of view, Colonel Miller seemed mainly interested in direction and requirements:

- a. How do we uncover sources.
- b. How do we know what to ask them - where do we get our requirements.

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(Mr. McGruder joined Colonel Miller at 11:30.)

Colonel Miller was more concerned with the mechanics of report dissemination rather than quality or quantity of OO/C collection efforts. He was however interested in the sum total end use of OO/C's reports: "Are you in the cold war business or national security?"

As it developed, McGruder's interests somewhat paralleled Colonel Miller's in that his concern was wherein did OO/C's collection efforts parallel or duplicate those of other federal agencies.

Mr. McGruder appears to be interested in personnel selection, rotation and placement from his questions.

The theme of economy of operations as compared to end results and ultimate motives was again clearly woven into the day's meeting. The Colonel just attempted to determine how much of OO/C's reporting was of a crash, current basis and how much was used for the purpose of studies, estimates and research. Due to normal time lag of publishing reports, the Colonel seemed satisfied in his own mind that OO/C was engaged in the latter type of collection. Colonel Miller then asked us to justify why we needed an expensive teletype system to tie this low-priority (time-wise) information into headquarters. He was satisfied with the answers given, but his interest in economy of operations was strongly evidenced.

The survey of Index resolved itself down to the same level of discussion, to wit, economy of operation as opposed to efficiency or the needs of an operating division. Primarily the necessity of maintaining expensive machine records and files was discussed. The question centered around: "Do you need all of this equipment to perform your job?"

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9 November 1951

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- a. Expenditures and budgetary distribution.
- b. Possibility of duplication of effort between CIA and other Federal organizations.

Colonel Miller's questions concerned breakdown of monies expended in pursuit of CO's obligations, personnel distribution (i.e., how many required to do the job, and was that number in excess) and are the results worth the expenditures.

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[REDACTED]

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[REDACTED]

6/10/88